

Approved For Release 2009/04/14 : CIA-RDP78-04004R000100040001-2

Director of Security

15 May 1954

Chief, Special Security Division

## Activities Report for April 1954

GENERAL

1. The month of April saw a review and analysis of the Correspondent Program from the standpoint of evaluating its administration in terms of fulfilling the fundamental designs for which it was inaugurated and in terms of insuring that the morale, interest, and loyalty of Correspondents to the Division were being maintained at proper levels and that their performance was consistent with the Division's high standards. The field offices were reminded of the importance of the program and the immutable requirement that this auxiliary investigative force be administered to achieve the fundamental Division policy of maintaining a healthy, virile reserve unit as well as an efficient body capable of assisting the Division in meeting present investigative demands.

2. A staff study reflecting the proposed delegation of responsibility regarding official cover has been prepared by the Inspector General and submitted to DD/A and DD/P for comment preceding final action by DCI. It is anticipated that the workload of the Security Office in cover activities will increase as a result of a decision in this field.

3. During the month of April preliminary steps were taken to obtain estimates on an accident insurance policy for agents involved in overseas escort and courier missions.

4. Three teams are representing the Special Security Division in the 1954 Security Office Softball League presently under way. In addition, two girls' teams are also engaged in SO softball competition. SSD has also entered a team in the CIA Softball League.

5. During the month of April the Division reviewed nineteen proposed Agency Regulations and where appropriate, recommended changes and/or specific modifications to strengthen the security and cover of Agency procedures.

6. Consistent with the recognition of the indescribable importance of the Covert Records Section to the general, overall efficiency of the Division, continuing administrative emphasis was placed upon this

DOB 14 REV DATE 27/05/90 BY 018995  
 CORR CORR 31 CRI 31 TYPE 02  
 CORR CORR 8 CORR 1 REV CORR 0  
 JUST 22 NEXT REV 20/0 AUTH: MR 102

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	Dep. Chief
	A. to Chief
	A. to Dep.
✓	Ad. & Trng.
	Chief, SRB
	Chief, Cover
✗	Chief, Ops.
	Comms. Desk
	OS, SI Desk
	Proj. Desk
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vital operation. The weekly conference program of the Covert Records Section was utilized on a continuing basis to maintain morale at a high level by creating a continuing awareness in the staff of the CRS of high interest, concern, and consideration on the part of Division officials. The program was also utilized, through the appearance of Branch and Desk Chiefs at the conferences, to achieve through the exchange of ideas and free discussion a closer working understanding of mutual problems. A number of valuable suggestions for improved procedures were the fruit of this conference program and have been helpful in that they have corrected a number of minor but irritating administrative dislocations.

7. As of the end of April 1954, a total number of miles flown on all escort and courier missions to date is 698,277 miles. During the first four months of 1954, the Division has flown 153,106 miles.

#### INVESTIGATIVE

1. The attached Tab A shows the total pending case load (including all type cases) for the past twenty months - September 1952 through April 1954. The graph shows a general downward trend but reflects an upward swing during March and April 1954. The April pending total was 2% over March. The high for the period was in April 1953 when there were 4255 cases pending in the Division. A low of 3136 cases was reached in February 1954.

2. Tab B reflects a breakdown of the pending case load into Overt (and semi-covert), Covert and Support type cases for the period July 1953 through April 1954. After a seven-month period of gradual decline, the overt case load began to climb in March 1954 and continued its ascent during April, increasing 6%. The covert case load, after an increase during January and February 1954, began to decline in March and continued its descent during April, decreasing 15%. The support case load continued its upward trend, increasing 61% over March.

3. Total Receipts and Total Completions for the past ten months are reflected by Tab C. Receipts for April decreased 8% over March but were 4% above the average receipts for the ten month period. Completions for April increased 6% over March and totaled 1809, which is the exact average number of completions for the ten month period.

4. Tab D attached compares the Overt, Covert, and Support requests received August 1953 through April 1954. The overt receipts decreased during the month by 29% after a spectacular 89% increase

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during March. Covert receipts increased by 14% after a 38% decrease during March. The support receipts increased by 44% continuing a definite upward trend as evidenced by an increase of 102% during March.

5. The attached Tab E depicts the number of ninety day old cases in the Branch during the past twenty months. The total ninety day old cases at the end of April were 138 as compared with 267 at the end of March, a decrease of 48% during the month. It is interesting to note that the average number of ninety day old cases during the period covered was 246 with a definite, consistent downward trend noted during the overall period with spasmodic increases due to operating conditions.

6. The attached Tab F, which illustrates the activity of the Special Referral Branch in the general investigative field, reflects that approximately the same number of cases were completed during April 1954 as in the previous month. Receipts, however, rose to 197, the highest in the history of the Branch. This large number of receipts naturally resulted in a higher figure for the pending cases.

7. The results of name checks for outside agencies are indicated in the attached Tab G. Although the pending figure is somewhat higher than the previous month, the lines of the graph will demonstrate that the program is running smoothly.

8. Although, as indicated in attached Tab H, the receipts of overt and covert CE checks have remained virtually constant over the past four months, completions of these checks have varied from month to month due to fluctuating personnel conditions affecting the staff assigned to such checks. In spite of the lower production of CE checks this month, it is noteworthy that there are no cases over sixty days old and only 25% are over thirty days old.

#### SUPPORT

1. In the important field of cover, support was rendered to the Communications Office, TSS, MPD, and various components of the DD/P complex through an analysis, study, and recommendation of problems apparent to these Divisions regarding the security of their cover in connection with specific and general operational items and plans.

2. Cover assistance was also provided to the IO Division, EE



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4. An analysis of the support work supervised by the Division during the past month indicates that on a consistent monthly basis service is provided in one category or another in the support field to all components of the Agency.

5. It is particularly noteworthy that during the past three months this Division has supervised the assignment of ten Special Agents on a full-time basis as, in effect, security guards and interpreters for two particularly important persons in the defector category. The overall supervision of these cases has demanded extreme versatility on the part of the supervisors involved in that the fulfillment of the assignment has had ramifications into many fields involving techniques designed to effectively combat detection of surveillances. Considerations of physical security of installations, personal comfort of the Subjects involved, and full-time alertness to prevent any compromise have been necessary. It is anticipated that these operations will continue for at least two more months.

6. This Division, in its field of support activity, renders and has rendered constant service in the support of cover backstopping through effecting consistency between geographical location and operation of clandestine persons and their communications. Specifically, this activity finds itself exemplified in the service provided by remailing communications from various points in the United States. An analysis of the Division's activities in this particular regard during the past month indicates that one thousand pieces of correspondence were mailed. This number is further indicated as an average number of pieces of mail handled each month.

7. During the month SSD completed nine cases involving technical support to investigations. The type of activity engaged in ranged from technical survey of covert sites to photostating of documents and monitoring of conversations.

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8. Nine covert site investigations were completed during April. It is interesting to note that of these nine completed investigations, five of the proposed sites were determined to be unsuitable for use from a security standpoint.

#### TRAINING

1. Clerical personnel of SSD held one of their two semi-annual conferences on 20 April. The program was arranged by a committee of clerical employees who prepared an interesting agenda with emphasis on correspondence procedures and discussions by Security Office and SSD personnel of subject matters concerned with the operations of the Division.

2. A Branch Chief of SSD completed the Management Course offered by the Office of Training. A high-ranking official of SSD completed the Human Resources training course. Two clerical employees participated in Clerical Reorientation Courses. There was also one employee in the Phase II of the BPP Course.

3. Seven employees of the Special Security Division completed an intensive one-week course concerned with the interpretation of Kanji (Japanese language) characters.

#### INSIDE SSD

#### CONFERENCES

As a matter of fundamental management policy, the Director of Security has officially acknowledged the prime importance of an effective system of communication. To this end, the Security Office in its administration has stringent requirements that all policy decisions, operational directives, and day-to-day guides and regulations in the administrative field be promulgated, disseminated, and clearly understood at every working level and by all personnel at these levels. The Special Security Division, consistent with the above-stated policy of the Director of Security, in its administration places strong emphasis on the device of conferences as one means designed to fulfill the requirements outlined above.

In specific operation this program may best be described as a continuing chain of communication. The primary link is found in the weekly Staff Conference presided over by the Chief of the Special Security Division. This conference is attended by all personnel of the Division at the administrative and operational level comprising

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in interest and authority the staff of the Chief of the Division. At this conference the chief of the Division announces and declares policies previously defined by the Director of Security and the special policies of the Division itself and directs discussions in the field of planning, directing, coordinating, correcting, and controlling the operation of the Division in specifics and in detail. From these discussions flow the decisions which control in large measure the administration of the Division.

Following the Staff Conference of the Chief of the Division, conferences are held in the Cover Branch and the Special Referral Branch. These conferences are attended by all personnel of the Branch. The Chief of the Branch, the presiding officer of these conferences, communicates to the conference the directives and decisions announced by the Chief of the Division at the Staff Conferences. At the Branch level the same procedure of discussing problems concerned with planning, directing, coordinating, correcting, and controlling the operations of the Branch is followed.

Because of the character of its responsibilities and organization, the conference program in the Operations Branch finds itself manifested in two series of conferences. At duly designated times a Desk Chiefs' Conference is held each week. This conference is presided over by the Chief of the Operations Branch and is attended by all Desk Chiefs and the Chief of the Covert Records Section. Its program and format follow precisely the format as outlined for the Division Staff Conference. The Desk Chiefs' Conferences are followed by Desk conferences attended by all personnel assigned to the various Desks in the Operations Branch. They are presided over by the respective Chiefs of the Desks and are conducted in pattern and manner similar to all Division conferences.

The Covert Records Section, consistent with its prime importance in the operational scheme of the Division, has its conference on a weekly basis at a duly designated time. This conference is presided over by the Chief of the Covert Records Section and in attendance are all personnel assigned to that Section. The operations of this Section follow a set pattern in a static field of responsibility. As a result, it is administratively necessary to take extra steps to insure that this Section is kept in close relationship with the other parts of the Division. To this end the conference has an added factor in its program concerned with periodic addresses by top Division officials and administrative officers designed to keep the Section well advised on developments and the operations of the other components of the Division.

In order to obtain the maximum benefit from the conference program, there are certain rules which are strictly adhered to. Within the

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The program of these conferences is the result of extended study, analysis, and surveying on the part of professional personnel. An outstanding fact regarding them is that the conferences are conferences of the professional people, not Division officials. A committee of agents assigned to the Division is appointed and they arrange the agenda and the program. The agenda and program consist of panel discussions, graphic presentations, and addresses by leading SO, SSD, and Agency officials.

Because of its obvious value the conference program is extended on a semi-annual basis to include all clerical personnel. Twice each year a Clerical Conference is held consistent in general planning, regulation, and programing with the Agents' Quarterly Conferences. They are managed by a committee of clerical employees which prepares an agenda subject to Division approval. In design the conference is the conference of the clerical employees and characterized by instructions, training, and free exchange of thoughts and ideas on mutual problems.

Because of the necessity of fulfilling the requirements concerning policy communication between SSD Headquarters and its extensive field operations, the conference program is also applied to the field offices. This program is governed by comprehensive regulations and instructions. In operation and format the field conferences program adheres closely to the program of the Agents' Quarterly Conference at the Headquarters level. Conferences are held every three months. Agendas are prepared and submitted to Headquarters for approval and detailed minutes of the conferences are also submitted to Headquarters. The same purposes are achieved as with the Headquarters conferences. As a result of the conferences, important guidance used in determining and evaluating present policies is obtained from the standpoint of the on-the-scene field investigators and agents. One important item in connection with field conferences is the fact that a Headquarters representative attends these conferences as the personal representative of the Director of Security and the Chief of the Division. He carries with him pertinent messages from these officials and is available to receive from the field personnel all requests regarding personnel matters as well as recommendations regarding operations and administration. By such Headquarters representation, the feeling of unity between the field and Headquarters is maintained and a closeness of thinking so necessary for accomplishing teamwork is engendered.

With perfect consistency, SSD administration also provides for field office Clerical Conferences on a semi-annual basis. These conferences are supervised generally and regulated by provisions similar

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feasible limits of interest, each conference is conducted on an open basis. In other words, attendance at the conferences is not restrictive, and at any conference the door is always open to personnel of the Division who would have interest in the conference program itself or in some particular problem involved with their own operation. The Branch Chiefs and Desk Chiefs frequently attend conferences of the other Branches and Desks and contribute on frequent occasions to the overall effectiveness of the conference by addresses and pertinent comments.

From the standpoint of the conduct of the conferences, a highly professional approach is taken in that each conference follows set rules of procedure with the chairman administering closely a previously published agenda and the preparation and distribution of detailed minutes. These minutes are distributed within all components of the Division as a further definition and permanent record of the items discussed and the decisions made.

The chairman conducts each conference within reasonable limits on a strict parliamentary basis. All discussions and comments regarding matters pertinent to the agenda or of interest to the conference are referred through the chairman and directed to him. Through instruction and experience the chairman presiding over SSD conferences have gained skill in eliciting discussion and comment where necessary and in drawing out the best ideas of the personnel present and in leading discussions. In no sense may these conferences be regarded as informal. They are conducted to every degree in a manner consistent with their inestimable value as an administrative device. Schedules which are maintained on a permanent basis as to time and place are rigidly adhered to and enforced. When circumstances prevail that a given person cannot be in attendance, it is mandatory that his deputy or representative attend. The Chief and Deputy Chief of the Division are in close contact with all conference programs, are frequent visitors, and review and comment on all minutes.

As supplemental to the series of conferences outlined previously which are held on a weekly basis, there is also a series of four Quarterly Conferences for professional personnel at the Headquarters level. These conferences are governed by strict, mandatory requirements as to time and program. They are used as a source of communication in that they accomplish reviews of policies and problems affecting the operation of the Division and the Security Office. Further, from the standpoint of communication, they are utilized to bring to the attention of all professional personnel new developments, new techniques, and items of interest of a training nature.



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to those governing the Headquarters Clerical Conferences. Previous observations regarding the preparation and conduct of SSD conferences are pertinent with regard to these field Clerical Conferences.

As objective comment it may be validly stated that the influence of the SSD conference program on the overall smooth efficiency of the Division cannot be overestimated. A great amount of time, thought, and planning is devoted to the conference program in all areas of the Division. Every SSD employee finds himself or herself on frequent occasions not only an auditor at the conference but also an active participant. The value of the program in the area of training and development of personnel cannot be overlooked. Conferences provide opportunities for employees of the Division to practice the art of self-expression in public and to think on their feet under situations of minor stress.

The conference program brings to the attention of all personnel the overall aims and responsibilities of the Division and of the Security Office on a continuing up-to-date basis. Because of the conferences it can never be said that all personnel of the Division are less than alert to the mission of the Agency and the Security Office as it affects them and as they contribute to it. Because of this program every person assigned to the Special Security Division is reminded on an ever-present basis of his role in the scheme of things and because of the policy of free discussion each person has an awareness of his own importance and is made to feel that he is an integral part of the Division.

Attachments:  
Tabs A thru H

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